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ABSTRACT

This document presents Jefferson College's "Long Range Plan," which is intended to provide the College's governing board, administration, and faculty and staff with a task-oriented blueprint for maximizing the delivery of higher education services to students and the community in a predictable, programmatic, and fiscally sound manner. Jefferson College espouses the proposition that an institution that plans, implements, assesses, and documents its accomplishments also benefits through public, professional, and political recognition as an accredited institution providing high quality services. A system is in place to monitor the plan's activities, document progress, and make reasoned adjustments as needed. This written plan specifies the goals, objectives, strategies, performance measures, funding sources, persons responsible, and completion timelines. The College's strategic aims are: (1) solidify the reputation of Jefferson College as a premier community college in Missouri at the beginning of the 21st century; (2) maximize academic, vocational-technical, and personal outcomes for Jefferson College students; (3) facilitate and enhance the collegiate experience of all Jefferson College students; (4) enhance student learning and institutional effectiveness through the implementation and utilization of electronic managerial, educational, and telecommunications technologies; (5) provide educational facilities conducive to a positive teaching-learning environment; and (6) maintain a qualified, thriving, and productive institutional workforce. (VWC)

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ED 441 538

Jefferson College

Long Range Plan

September 9, 1999

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Background and Purposes

The purpose of planning is to provide the College's governing board, administration, and faculty and staff with a task-oriented blueprint for maximizing the delivery of higher education services to students and the community in a predictable, programmatic, and fiscally sound manner. Planning has always been an integral part of governance of the College's operations, but is becoming increasingly more widespread and formalized. The institution-wide planning process has been legitimized in a standing committee (the Program & Facilities Planning Committee) with linkages to the Board of Trustees, the Administrative Cabinet, the Constituent groups, and other standing committees. All employees continue to have the opportunity to participate in this planning process through subcommittee work and their respective constituent groups. The community is represented through a number of established advisory and ad hoc committees.

The need to self-assess the College's strengths and needs, the perceived external opportunities and constraints, and the projected activities, operations, and finances is widely recognized and accepted. The benefits that accrue from thoughtful planning include a shared sense of mission and expected accomplishments, enhanced accountability to constituents, prudent fiscal management, and superior learning for students. Jefferson College espouses the proposition that an institution that plans, implements, assesses, and documents its accomplishments also benefits through public, professional, and political recognition as an accredited institution providing high quality services.

Plan Management

A system is in place to monitor the plan's activities, document progress, and make reasoned adjustments as needed. The written plan specifies the goals, objectives, strategies, performance measures, funding sources, persons responsible, and completion timelines. A computerized database insures the tracking of all tasks, the monitoring of progress and milestone completion, the documenting of associated costs, and the reporting of intermediate and summary findings.

Written progress reports are generated quarterly, and the plan is reviewed quarterly first by the Program & Facilities Planning Committee and then by the Administrative Cabinet. This process allows administrative decision-makers the opportunity to modify or incorporate new plan components as needed. Furthermore, an annual assessment of all goals and objectives in the plan facilitates revisions with a focus on continual improvement.

Strategic Aim	Goal	Objective	Strategy	Performance Measure	Administrative Assignment	Unit Assigned	Person Responsible	Anticipated Completion

1.0 Solidify the reputation of Jefferson College as a premier community college in Missouri at the beginning of the 21st century.

1.1 Maintain maximum access to higher education.

1.1.1 Maintain reasonable costs to students through our tuition and fee structure.

1.1.1.1 Implement multi-year tuition and fee schedules taking into account local and economic conditions and institutional financial projections. Using the administrative committee process, the President will recommend tuition and fee schedules to the Board of Trustees as part of the annual budget approval process.

1.1.1.1.1 Documentation of tuition & fee deliberations in Board minutes.	VPFA	Controller Office	Richard Hardin	12/31/2002

1.1.1.2 Maintain and improve service to students at all attendance sites.

1.1.1.2.1 Document administrative program services.	PRES	VPSS	Larry Baker	12/31/2000

1.1.1.3 Explore the feasibility of an additional College campus site north of Hwys. M & MM.

1.1.1.3.1 Documentation of exploration activities.	PRES	VPIARP	Bill McKenna	12/31/2002

1.1.1.4 Maintain high profile in community through public information and marketing efforts.

1.1.1.4.1 Development of plans for public information/marketing.	VPC	Public Relations	Roger Barrentine	12/31/2002

1.1.1.5 Develop an enrollment management plan consistent with area needs, resources, and physical plant.

1.1.1.5.1 Development of written plan.	PRES	VPSS	Larry Baker	12/31/2000

1.2 Operate the college in an efficient fiscal manner while maintaining high quality services.

1.2.1 Develop policies and procedures at the level of the Board of Trustees that utilize the policy governance model as recommended by the Association of Community College Trustees.

1.2.1.1 A schedule for reviewing and approving new policies and policy revisions will be established and implemented through the administrative management system. The President shall present policies for approval to the Board of Trustees to regularly convened meetings as per institutional policy.

Strategic Aim	Goal	Objective	Strategy	Performance Measure	Administrative Assignment	Unit Assigned	Person Responsible	Anticipated Completion
				1.2.1.1.1 Documentation in Administrative Cabinet and Board of Trustees minutes.	PRES	VPIARP	Donna Isaacson	12/31/2002
			1.2.2 Implement systematic program reviews throughout all instructional and administrative areas.					
			1.2.2.1 The Vice President of Academic Affairs shall assure the implementation for instructional program reviews according to a written schedule.					
				1.2.2.1.1 Documentation of schedule and results in Division Chairs & Cabinet minutes.	PRES	VPAA	Dan Steadman	12/31/2002
			1.2.2.2 The Vice President, Vice President of Finance and Administration, and Vice President of Student Services shall assure the implementation of systematic administrative program reviews in their respective areas according to the written schedules.					
				1.2.2.2.1 Documentation of schedule and results in Directors' Mtgs. & Cabinet minutes.	PRES	VPIARP	Bill McKenna	12/31/2002
				1.2.2.2.2 Documentation of results in Directors' Mtgs & Cabinet minutes.	PRES	VPFA	Wayne Watts	12/31/2002
				1.2.2.2.3 Documentation of results in Directors' Mtgs & Cabinet minutes.	PRES	VPSS	Larry Baker	12/31/2002
		1.3 Maintain and/or acquire accreditation and program certifications which attest to institutional and/or program excellence where appropriate.						
			1.3.2 Examine and evaluate the feasibility of continuing and/or acquiring new accreditation, licensure, or certifications for academic and vocational-technical programs.					
			1.3.2.1 The respective Vice President shall assess the performance of said programs and present to the Administrative Cabinet proposals for maintaining existing program accreditation, licensure, and certification status.					
				1.3.2.1.1 Documentation of schedule and results in Division Chairs & Cabinet minutes.	PRES	VPAA	Dan Steadman	12/31/2002
				1.3.2.1.2 Documentation of schedule and results in Directors' Mtgs & Cabinet minutes.	PRES	VPIARP	Bill McKenna	12/31/2002
				1.3.2.1.4 Documentation of schedule and results in Directors' Mtgs & Cabinet minutes.	PRES	VPSS	Larry Baker	12/31/2002

Strategic Aim	Goal	Objective	Strategy	Performance Measure	Administrative Assignment	Unit Assigned	Person Responsible	Anticipated Completion
			1.3.2.2	The respective Vice President shall assess the desirability of obtaining new program accreditation, licensure, and certification and recommend appropriate actions to the Administrative Cabinet.				
				1.3.2.2.1 Documentation of schedule and results in Division Chairs & Cabinet minutes.	PRES	VPAA	Dan Steadman	12/31/2002
				1.3.2.2.4 Documentation of schedule and results in Directors' Mtgs & Cabinet minutes.	PRES	VPSS	Larry Baker	12/31/2002
	1.4	Provide leadership and foster community, economic, and cultural development.						
		1.4.1	Utilize both our human and physical resources for community leadership and development.					
			1.4.1.1	Serve as a host site for community activities congruent with our mission and in accordance with existing policies and procedures.				
				1.4.1.1.1 Annual report to Administrative Cabinet of community groups/activities using College facilities.	PRES	VPFA	Wayne Watts	12/31/2002
			1.4.1.2	Continue to promote and provide the services of the College Speakers' Bureau.				
				1.4.1.2.1 Maintain record of Speaker's Bureau services and annually publish a revised brochure.	VPC	Public Relations	Roger Barrentine	12/31/2002
		1.4.2	Provide expertise to address the needs of communities and the employer sector in the college service area.					
			1.4.2.1	Faculty and staff will further community development in municipalities, local agencies, and civic organizations by participating on their Boards and by providing technical consultation and assistance. Representation on community boards and organizations is assured by the Administrative Cabinet.				
				1.4.2.1.1 Annual reports submitted to Vice President of the College.	PRES	VPIARP	Donna Isaacson	12/31/2002
			1.4.2.2	Provide assistance to the employer sector through business and industry initiatives.				
				1.4.2.2.1 Annual report submitted to Dean of Vo-Tech Education.	Dean Vo-Te	Business & Industry Cer	Thomas Burke	12/31/2002
	1.5	Position the institution to readily take advantage of federal, state, and local policies designed to benefit current or prospective students.						
		1.5.1	Continually monitor state and federal legislation and initiatives.					

Strategic Aim	Goal	Objective	Strategy	Performance Measure	Administrative Assignment	Unit Assigned	Person Responsible	Anticipated Completion
			1.5.1.1	The President and his designees shall maintain close contact with federal, state, and local officials to monitor the educational, economic, and political scene.				
				1.5.1.1.1 Documentation of activities in Administrative Cabinet minutes.	PRES	VPIARP	Bill McKenna	12/31/2000
		1.5.2		Assure appropriate institutional responses through the operation of the administrative committee structures.				
			1.5.2.1	The President shall annually appoint and/or recognize the formation of the institution's committees, and monitor and acknowledge their activities through personal contacts, through the circulation of written minutes, and through the acceptance of annual committee reports.				
				1.5.2.1.1 Annual list of institutional committees, and committee minutes & annual reports.	Board of Tru	President	Gregory Adkins	12/31/2000
	1.6			Change indicators of individual and institutional success/effectiveness from activities to an emphasis on goal-setting which focuses on the achievement of desired results.				
			1.6.1	Communicate to every student by word and deed that we share the students' goal to be successful while enrolled at Jefferson College.				
			1.6.1.1	Nurture an institutional climate where accountability and effectiveness leading to desired results as reflected in the policies of the institution and the daily practices of the workforce are embraced by all.				
				1.6.1.1.1 Documentation of annual reviews of policies, procedures, and practices.	PRES	VPSS	Larry Baker	12/31/2002
	1.7			Position the institution financially so that its mission can be fulfilled.				
			1.7.1	Ensure fiscal viability through the development of budget forecasts by types of funds.				
			1.7.1.1	Develop potential revenue estimates from local assessed valuation, federal and state appropriations, tuition, and bonding authority.				
				1.7.1.1.1 Development of written revenue scenarios.	VPFA	Controller Office	Richard Hardin	12/31/2002
			1.7.1.2	Develop appropriate expenditure plans based on identified revenue sources.				
				1.7.1.2.1 Development of written expenditure scenarios.	PRES	VPFA	Wayne Watts	12/31/2002

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Strategic Aim	Goal	Objective	Strategy	Performance Measure	Administrative Assignment	Unit Assigned	Person Responsible	Anticipated Completion
	1.8 Establish and implement the institutional long-range planning process.							
		1.8.1 Review, recommend, and monitor the planning activities.						
			1.8.1.1 The Program & Facilities Planning committtee is the institutional body designated for implementing the long range planning activities.					
				1.8.1.1.1 The Director of Research & Planning shall facilitate the activities of the program & Facilities Planning Committee and documentation of its actions.	VPC	Research & Planning	Joseph Lange	12/31/2003

Strategic Aim	Goal	Objective	Strategy	Performance Measure	Administrative Assignment	Unit Assigned	Person Responsible	Anticipated Completion
2.0 Maximize academic, vocational-technical, and personal outcomes for Jefferson College students.								
	2.1 Provide the opportunity for students to develop competency, knowledge, and skills to function in a global society.							
		2.1.1 Provide programs that demonstrate value to students, the community, and the global society.						
			2.1.1.1 Continue systematic program review.					
				2.1.1.1.1 Documentation of instructional program review findings and actions.	PRES	VPAA	Dan Steadman	12/31/2002
			2.1.1.2 Study local and global labor market indications.					
				2.1.1.2.1 Monitor courses offered/jobs obtained.	VPAA	Dean Vo-Tech Educ	Frank Thoendel	12/31/2002
			2.1.1.3 Continue to encourage strong local business community advisory committee participation.					
				2.1.1.3.1 Assure the appropriate composition of Advisory Group members.	VPAA	Dean Vo-Tech Educ	Frank Thoendel	12/31/2002
			2.1.1.4 Continue to review potential new instructional program(s) each year.					
				2.1.1.4.1 Maintain schedule for program review & submit findings annually to VPAA.	PRES	VPAA	Dan Steadman	12/31/2002
			2.1.1.5 Provide the opportunity for students to become computer literate.					
				2.1.1.5.1 Monitor effects of computer literacy requirement.	VPAA	Dean Vo-Tech Educ	Frank Thoendel	12/31/2002
		2.1.2 Provide students with reliable/valid advisement information.						
			2.1.2.1 In cooperation with Student Services, evaluate and refine the academic advising system to increase academic, vocational-technical, and personal success for students.					
				2.1.2.1.1 Documentation of findings and actions in Academic Advising Committee minutes.	VPSS	Student Academic Advi	Christopher Lile	12/31/2002
			2.1.2.2 Encourage students to monitor their educational experience by making regular visits to their academic advisor.					

Strategic Aim	Goal	Objective	Strategy	Performance Measure	Administrative Assignment	Unit Assigned	Person Responsible	Anticipated Completion
				2.1.2.2.1 Track student/advisor interactions through surveys.	VPSS	Student Academic Advi	Christopher Lile	12/31/2002
	2.2 Actively support an environment that promotes excellence in the teaching process.							
		2.2.1 Provide professional development opportunities for faculty.						
			2.2.1.1 Provide funds to allow faculty to participate in professional development activities.					
				2.2.1.1.1 Identify funds in budget preparation process.	VPAA	Dean Vo-Tech Educ	Frank Thoendel	12/31/2002
			2.2.1.2 Continue to provide orientation and review training for adjunct instructors.					
				2.2.1.2.1 Record number of training sessions and number of adjunct instructors participating.	VPAA	Dean Ext-NT Learning	Jane Kost	12/31/2002
			2.2.1.3 Utilize current technology to facilitate instruction strategies and techniques including computer assisted instruction.					
				2.2.1.3.1 Document uses of new technology in curricula.	VPAA	Instructional Support Ce	Allan Wamsley	12/31/2002
			2.2.1.6 Study and revise the sabbatical program to allow more flexibility.					
				2.2.1.6.1 Detail activities and actions of the Sabbatical Leave Committee.	PRES	VPAA	Dan Steadman	12/31/2000
			2.2.1.8 Review and, as needed, revise procedures for evaluation of faculty.					
				2.2.1.8.1 Document use of evaluation instrument.	PRES	VPAA	Dan Steadman	12/31/2002
	2.3 Actively support a learning environment that promotes successful student outcomes.							
		2.3.1 Provide regularly reviewed curricula and services that demonstrate student success through assessment.						
			2.3.1.01 Provide students with well-defined course outcomes.					
				2.3.1.01.1 Documentation of course outcomes review in instructional program review.	PRES	VPAA	Dan Steadman	12/31/2002

Strategic Aim	Goal	Objective	Strategy	Performance Measure	Administrative Assignment	Unit Assigned	Person Responsible	Anticipated Completion
			2.3.1.02	Develop a "writing across the curriculum" program.				
				2.3.1.02.1 Developed written procedures.	VPAA	Com. & Arts Division	Melinda Selsor	12/31/2000
			2.3.1.03	Expand critical thinking skills as a component of the curriculum.				
				2.3.1.03.1 Continuance and expansion of FFR "Reading for Results" and similar initiatives.	VPAA	Com. & Arts Division	Melinda Selsor	12/31/2000
			2.3.1.04	Purchase computer assisted learning software and other instructional equipment as appropriate.				
				2.3.1.04.1 Document acquisition and installation of appropriate equipment.	VPAA	Com. & Arts Division	Melinda Selsor	12/31/2002
			2.3.1.05	Provide educational bridges that increase opportunities for student success in college courses for all students, including the at risk student.				
				2.3.1.05.1 Identify bridges.	VPAA	Dean Vo-Tech Educ	Frank Thoendel	12/31/2002
			2.3.1.06	Continue and improve the Honors programs and student experiences.				
				2.3.1.06.1 Identify programs and activities.	VPAA	Com. & Arts Division	Patricia Loomis	12/31/2002
			2.3.1.07	Continue and improve Learning Center services.				
				2.3.1.07.1 Dept. reports of student surveys, course success rates, and success numbers.	Dean Ext-N	Learning & Assessment	Bryan Herrick	12/31/2000
				2.3.1.07.2 Investigate the role and feasibility of Assessment Services providing testing services for alternate delivery courses and additional testing services, which measure student classroom learning.	Dean Ext-N	Learning & Assessment	Bryan Herrick	12/31/2000
				2.3.1.07.3 Develop a transition plan for expanding the role of computer based testing through the replacement of ASSET with the COMPASS assessment/placement system.	Dean Ext-N	Learning & Assessment	Bryan Herrick	12/31/2000
			2.3.1.08	Continue to improve and enhance Library Services.				

Strategic Aim	Goal	Objective	Strategy	Performance Measure	Administrative Assignment	Unit Assigned	Person Responsible	Anticipated Completion
				2.3.1.08.1 Survey of users and review of services with Library Committee as reflected in the minutes of the Committee meetings.	VPAA	Learning Resources	Linda Bigelow	12/31/2000
			2.3.1.09	Expand the range of intercultural activities.				
				2.3.1.09.1 Identify awareness programs/activities.	VPAA	Dean Ext-NT Learning	Jane Kost	12/31/2000
			2.3.1.10	Support relevant educational initiatives (current examples: Tech-Prep, School-to-Work, and Dual Enrollment initiatives).				
				2.3.1.10.1 Document resource and personnel allocations for special educational initiatives.	VPAA	Dean Vo-Tech Educ	Frank Thoendel	12/31/2002
			2.3.1.11	Create a feedback loop that gives instructors assessment information, both about general education and discipline/program student outcomes that may be used in the improvement of classroom teaching and in the setting of discipline/program goals.				
				2.3.1.11.1 Document the feedback loop procedures, and document the use of data to improve classroom teaching and in the setting of discipline/program goals.	Dean Vo-Te	Business Division	Richard Duckworth	12/31/2002
				2.3.1.11.2 Document the feedback loop procedures, and document the use of data to improve classroom teaching and setting of discipline/program goals.	VPAA	Com. & Arts Division	Melinda Selsor	12/31/2002
				2.3.1.11.3 Document the feedback loop procedures, and document the use of data to improve classroom teaching and setting discipline/program goals.	Dean Vo-Te	Health & Occupational I	Joe White	12/31/2002
				2.3.1.11.4 Document the feedback loop procedure, and document the use of data to improve classroom teaching and setting of discipline/program goals.	VPAA	Math & Science Divisio	Constance Kuchar	12/31/2002
				2.3.1.11.5 Document the feedback loop procedure, and document the use of data to improve classroom teaching and setting of discipline/program goals.	VPAA	Social Sciences Divisior	Julia Hampton	12/31/2002
				2.3.1.11.6 Document the feedback loop procedure, and document the use of data to improve classroom teaching and setting of discipline/program goals.				

Strategic Aim	Goal	Objective	Strategy	Performance Measure	Administrative Assignment	Unit Assigned	Person Responsible	Anticipated Completion
					Dean Vo-Te	Technology Division	Fred Thies	12/31/2002
			2.3.1.12	Use the results of Student Outcomes Assessment in the budgeting process to improve student learning.				
				2.3.1.12.1 Monies to be tied to the results of Student Outcomes Assessment are a designated line-item or are otherwise clearly designated as assessment monies in the annual budget.	PRES	VPAA .	Dan Steadman	12/31/2002
			2.3.1.13	Use the results of Student Outcomes Assessment to underwrite accountability to the various constituency groups, as when recruiting, advertising, etc.				
				2.3.1.13.1 Assessment results appear in various recruitment, advertising, etc., literature.	PRES	VPAA	Dan Steadman	12/31/2002
	2.4	Provide flexibility in offering credit and non-credit coursework.						
		2.4.1	Expand course offerings at a variety of off-campus host sites in the College's service region as appropriate.					
			2.4.1.1	Support relationships between business/industry and the college.				
				2.4.1.1.1 Periodic reporting of activities and accomplishments.	Dean Vo-Te	Business & Industry Ce	Thomas Burke	12/31/2002
			2.4.1.3	Continue to develop partnerships with secondary and post-secondary institutions.				
				2.4.1.3.1 Substantiate efforts and accomplishments to expand partnerships.	VPAA	Dean Vo-Tech Educ	Frank Thoendel	12/31/2002
			2.4.1.4	Continue strong relationships with public assistance agencies.				
				2.4.1.4.1 Identify relationships and representatives.	VPAA	Dean Ext-NT Learning	Jane Kost	12/31/2002
			2.4.1.5	Utilize technology to provide instruction for non-traditional learning opportunities (telecourses, interactive video, etc.), where appropriate.				
				2.4.1.5.1 Document examples of technology uses in reports to VP.	VPAA	Instructional Support Ce	Allan Wamsley	12/31/2002
			2.4.1.7	Review and develop continuing education courses.				
				2.4.1.7.1 Response to local demand identified.				

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					VPAA	Dean Ext-NT Learning	Jane Kost	12/31/2002
			2.4.1.8	Meet the academic needs of adults by providing Adult Basic Education (ABE) and General Educational Development (GED) services.				
				2.4.1.8.1 Provide GED preparation and other courses as needed.	VPAA	Dean Ext-NT Learning	Jane Kost	12/31/2002
		2.5	Continue to operate an area vocational school.					
			2.5.1	Continue to offer AVS programs that provide completing students with the knowledge, competency, and skills necessary for entry into the workforce and/or continued education opportunity.				
				2.5.1.1 Provide programs that demonstrate value to students, the community, and the global society economy.				
				2.5.1.1.1 Document activities to elicit satisfaction and student performance.	Dean Vo-Te	Health & Occupational I	Joe White	12/31/2000
				2.5.1.2 Monitor local and global labor market indications.				
				2.5.1.2.1 Document efforts with advisory groups/employers.	Dean Vo-Te	Health & Occupational I	Joe White	12/31/2000
				2.5.1.3 Continue to support strong business community advisory committee participation.				
				2.5.1.3.1 Record committee membership and activities in written minutes.	Dean Vo-Te	Health & Occupational I	Joe White	12/31/2000
		2.6	Develop capabilities for distance learning to facilitate instruction and conferencing.					
			2.6.1	Develop a plan for the implementation and administration of interactive video, internet/modem courses, telecourses, and other non-traditional modes of delivery.				
				2.6.1.1 Identify a project leader and inividual responsibilities for task completions.				
				2.6.1.1.1 Completion and submission of written plan.	VPAA	Instructional Support Ce	Allan Wamsley	12/31/2000
				2.6.1.2 Identify and modify appropriate curricula.				
				2.6.1.2.1 Completion and submission of written plan.	VPAA	Dean Ext-NT Learning	Jane Kost	12/31/2000

Strategic Aim	Goal	Objective	Strategy	Performance Measure	Administrative Assignment	Unit Assigned	Person Responsible	Anticipated Completion
			2.6.1.3	Identify technical resources required.				
				2.6.1.3.1 Completion and submission of written plan.	VPAA	Instructional Support Ce	Allan Wamsley	12/31/2002
			2.6.1.4	Identify personnel and raining requirements.				
				2.6.1.4.1 Identify personnel and training requirements.	VPAA	Instructional Support Ce	Allan Wamsley	12/31/2002
			2.6.1.5	Develop proposal for continuing support services.				
				2.6.1.5.1 Completion and submission of written plan.	VPAA	Instructional Support Ce	Allan Wamsley	12/31/2000
			2.6.1.6	Develop methodology for monitoring and evaluating operations and services.				
				2.6.1.6.1 Completion and submission of written plan.	VPAA	Instructional Support Ce	Allan Wamsley	12/31/2000
		2.6.2	promote and expand the College's current distance learning capabilities.					
			2.6.2.1	Maintain and expand distane learning offerings.				
				2.6.2.1.1 Needs assessment and status reporting.	VPAA	Instructional Support Ce	Allan Wamsley	12/31/2002
			2.6.2.2	Continue and improve capabilities of JC-TV.				
				2.6.2.2.1 Needs assessment and status reporting.	VPAA	JCTV	Bill Thomas	12/31/2002
			2.6.2.3	Explore further development of an instructional television system (ITV).				
				2.6.2.3.1 Needs assessment and status reporting.	VPAA	Instructional Support Ce	Allan Wamsley	12/31/2002
			2.6.2.4	Encourage the expansion of the number of bachelor and master level courses available through the interactive video courses in the county.				
				2.6.2.4.1 Status reports to VPAA.				

Strategic Aim	Goal	Objective	Strategy	Performance Measure	Administrative Assignment	Unit Assigned	Person Responsible	Anticipated Completion
					VPAA	Dean Ext-NT Learning	Jane Kost	12/31/2002
			2.6.2.5	Promote, arrange, and deliver specialized ITV training and education for small groups and local businesses.				
				2.6.2.5.1 Status reports to VPAA.	VPAA	Dean Ext-NT Learning	Jane Kost	12/31/2002

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Strategic Aim	Goal	Objective	Strategy	Performance Measure	Administrative Assignment	Unit Assigned	Person Responsible	Anticipated Completion
3.0 Facilitate and enhance the collegiate experience of all Jefferson College students.								
	3.1 Provide a wide array of student-centered support services designed to enhance both the in-class and out-of-class experiences.							
		3.1.1 Develop and implement a student records system that will facilitate the admissions, financial aid, registration and other transaction processes.						
			3.1.1.1 Implement the electronic exchange of college and high school transcripts using such systems as EDI SPEED/Express.					
				3.1.1.1.1 Document implementation strategy in written report to VPSS.	VPSS	Registrar	Lynnae Diefenbach	12/31/2002
			3.1.1.2 Establish electronic access to student records to provide students with direct access to such information as account balances, financial aid, degree audits and class schedule.					
				3.1.1.2.1 Document implementation strategy in written report to VPSS.	VPSS	Registrar	Lynnae Diefenbach	12/31/2002
			3.1.1.3 Implement an automated telephone and/or Internet registration system.					
				3.1.1.3.1 Document implementation strategy in written report to VPSS.	VPSS	Registrar	Lynnae Diefenbach	12/31/2002
			3.1.1.4 Investigate methods of automation in application, processing and disbursement of Title IV funds.					
				3.1.1.4.1 Document possible methods in written report to VPSS.	VPSS	Admissions/Fin. Aid	Deborah Below	12/31/2002
			3.1.1.5 Develop an electronic admission application process.					
				3.1.1.5.1 Access to electronic application available.	VPSS	Admissions/Fin. Aid	Deborah Below	12/31/2002
		3.1.2 Introduce students new to the college to the availability of student support services and to the policies and procedures of the College through a new student orientation program.						
			3.1.2.1 Provide first-time students with various opportunities to participate in the student orientation program.					
				3.1.2.1.1 Produce brochure describing options.	VPSS	Admissions/Fin. Aid	Deborah Below	12/31/2002

Strategic Aim	Goal	Objective	Strategy	Performance Measure	Administrative Assignment	Unit Assigned	Person Responsible	Anticipated Completion
3.2 Provide students and the community with intra- and inter-collegiate athletic programs that support and encourage individual wellness.								
	3.2.1 Operate the athletic facilities and equipment in support of the College's physical education core requirements, the intercollegiate athletic program, and the physical well-being of the students.							
		3.2.1.2 Evaluate the opportunities for men and women to participate in intercollegiate athletics.						
			3.2.1.2.1	Document findings of evaluation in written report to VPSS.	VPSS	Athletics & Field House	Harold Oetting	12/31/2000
3.3 Enhance the rates of student persistence and goal completion through the provision of a comprehensive student development system.								
	3.3.1 Increase student persistence and completion rates.							
		3.3.1.1 Examine student retention patterns determining reasons for withdrawal, identifying at-risk students, and developing coordinated intervention strategies to increase student persistence and completion rates.						
			3.3.1.1.3	Collect data, analyze findings, and report results of retention studies.	VPC	Research & Planning	Joseph Lange	12/31/2002
			3.3.1.1.4	Collect Data, analyze findings, and report results of retention studies.	PRES	VPSS	Larry Baker	12/31/2002
		3.3.1.2 Design and implement strategies to improve individual students' classroom performance using such methods as supplemental instruction, workshops, one-on-one assistance, etc.						
			3.3.1.2.1	TRIO Personnel grant reporting.	VPSS	Student Support Service	Julie Pierce	12/31/2002
	3.3.2 Promote and strengthen the existing academic advising system.							
		3.3.2.1 Clearly state institutional expectations and provide appropriate training to meet expectations for faculty involvement in the advising process.						
			3.3.2.1.1	Monitoring by VPAA, Deans, Division Chairs, and Dir. Academic Advising.	VPSS	Student Academic Advi	Christopher Lile	12/31/2002
		3.3.2.2 Develop guidance materials for students who are self-advised.						
			3.3.2.2.1	Monitoring by VPAA, Deans, Division Chairs, and Dir. Academic Advising.	VPSS	Student Academic Advi	Christopher Lile	12/31/2000

Strategic Aim	Goal	Objective	Strategy	Performance Measure	Administrative Assignment	Unit Assigned	Person Responsible	Anticipated Completion
			3.3.2.3	Establish an Advising Resource Center in the Student Center Building.				
				3.3.2.3.1 Monitoring by VPAA, Deans, Division Chairs, and Dir. Academic Advising.	VPSS	Student Academic Advi:	Christopher Lile	12/31/2002
		3.3.3		Investigate the feasibility of a counseling program that addresses student needs related to career, academic, and personal counseling.				
			3.3.3.1	Conduct a feasibility study to determine the student need.				
				3.3.3.1.1 Document findings of feasibility study in written report to VPSS.	VPSS	Student Development	Tracy Helm	12/31/2000
			3.3.3.2	If need is determined, identify funding sources to provide comprehensive counseling services.				
				3.3.3.2.1 Document identified funding sources.	VPSS	Student Development	Tracy Helm	12/31/2002
			3.3.3.3	Develop workshops pertinent to students' personal, developmental, and social needs.				
				3.3.3.3.1 Document areas of interest levels from feasibility study.	VPSS	Student Development	Tracy Helm	12/31/2002
			3.3.3.5	Implement a Crisis Intervention Plan.				
				3.3.3.5.1 Document will be within the Office of Student Development.	VPSS	Student Development	Tracy Helm	12/31/2002
			3.3.3.6	Primary emphasis on BANNER implementation and development of a format for tracking alumni.				
				3.3.3.6.1 See annual College alumni plan.	VPC	Institutional Advancem	Michael Seevers	12/31/2002
			3.3.3.7	Cultivate and recruit a core group of active alumni to form an ongoing Alumni Association.				
				3.3.3.7.1 See annual college alumni plan.	VPC	Institutional Advancem	Michael Seevers	12/31/2002
		3.3.5		Provide a state licensed and Missouri accredited Child Development Center for use by students, college employees, and the public.				
			3.3.5.1	Maintain compliance with licensing regulations.				

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Strategic Aim	Goal	Objective	Strategy	Performance Measure	Administrative Assignment	Unit Assigned	Person Responsible	Anticipated Completion
				3.3.5.1.1 Document results of, and actions taken as a result of, licensing inspections.	VPSS	Child Development Cen	Sandra Basler	12/31/2002
			3.3.5.2	Maintain a curriculum consistent with the Department of Elementary and Secondary Education (DESE), Project Construct.				
				3.3.5.2.1 Document training of staff in the curriculum.	VPSS	Child Development Cen	Sandra Basler	12/31/2002
				3.3.5.2.2 Document teacher evaluation methods.	VPAA	Social Sciences Divisior	Julia Hampton	12/31/2002
			3.3.5.3	Improve staffing strategies to maintain quality child care and educational instruction.				
				3.3.5.3.1 Meet current written staffing requirements.	VPSS	Child Development Cen	Sandra Basler	12/31/2002
				3.3.5.3.2 Meet current written staffing requirements.	VPAA	Social Sciences Divisior	Julia Hampton	12/31/2002
		3.3.6	Provide countywide leadership and support for increasing the county's high school students' awareness of the value of higher education.					
			3.3.6.1	Maintain an annual plan to guide recruitment activities, specially targeting the various markets of the college.				
				3.3.6.1.1 Documented in annual recruitment plan.	VPSS	Admissions/Fin. Aid	Deborah Below	12/31/2002
			3.3.6.2	Develop initiatives to expose students at all educational levels (K-12) to the value of participating in post-secondary education.				
				3.3.6.2.1 Documented in annual recruitment plan.	VPSS	Admissions/Fin. Aid	Deborah Below	12/31/2002
		3.3.7	Provide alumni opportunities for involvement and association with the College, specifically to engage in life-long learning, community service, leadership experience and philanthropic activities.					
			3.3.7.1	Continue and expand points of contact with alumni through mailings, phone-a-thons, special events, programs and web publishing.				
				3.3.7.1.1 Documented in annual College alumni plan.				

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Strategic Aim	Goal	Objective	Strategy	Performance Measure	Administrative Assignment	Unit Assigned	Person Responsible	Anticipated Completion
					VPC	Institutional Advancem	Michael Seevers	12/31/2002
			3.3.7.2	Cultivate and recruit a core group of active alumni to form an ongoing Alumni Association.				
				3.3.7.2.1 Provide list of alumni active in the association.	VPC	Institutional Advancem	Michael Seevers	12/31/2002
		3.3.8	Explore opportunities for improvement of the Student Center ground level.					
			3.3.8.1	Appoint an ad hoc committee to access the feasibility of improvement to this area.				
				3.3.8.1.1 Document findings in ad hoc committee minutes and reports.	PRES	VPSS	Larry Baker	12/31/2000
	3.4	Improve upon opportunities for meaningful credit courses in non-traditional academic environment.						
		3.4.1	Increase availability for students participation and personal growth in study skills, citizenship, community service, and wellness activities.					
			3.4.1.2	Continue to promote and enhance leadership training programs and student volunteer experiences through campus organizations.				
				3.4.1.2.2 Continue to document activities and accomplishments in the Stdent Development Annual Report.	VPSS	Student Development	Tracy Helm	12/31/2002
			3.4.1.3	Develop and provide a credit course emphasizing aspects of leadership development.				
				3.4.1.3.1 Provide course curriculum and syllabus.	VPSS	Student Development	Tracy Helm	12/31/2002

Strategic Aim	Goal	Objective	Strategy	Performance Measure	Administrative Assignment	Unit Assigned	Person Responsible	Anticipated Completion

4.0 Enhance student learning and institutional effectiveness through the implementation and utilization of electronic managerial, educational, and telecommunications technologies.

4.1 Install and implement automated systems to meet the computing needs of administrative, academic, office management, and library operations delineated in the College-Wide Computing Plan, January, 1996.

4.1.1 Complete all activities outlined in the Administrative Computing Project.

4.1.1.1 Perform system maintenance for legacy COMPASS MIS.

4.1.1.1.1 Administrative Computing Project Status Report to Cabinet.
VPFA | Computer Services | Robert Athearn | 06/30/1999

4.1.1.3 Install and maintain BANNER MIS software.

4.1.1.3.2 Administrative Computing Project Status Report to Cabinet on BANNER Systems implementation.
VPFA | Computer Services | Robert Athearn | 12/31/2002

4.1.1.4 Coordinate technical and user training for MIS applications.

4.1.1.4.1 Administrative Computing Project Status Report to Cabinet.
VPFA | Computer Services | Robert Athearn | 03/31/2000

4.1.1.5 Provide user support for system processes.

4.1.1.5.1 Administrative Computing Project Status Report to Cabinet.
VPFA | Computer Services | Robert Athearn | 12/31/2002

4.1.2 Complete all activities outlined in the Academic Computing Project.

4.1.2.1 Establish activities management and coordination.

4.1.2.1.1 Academic Computing Project Status Report to Cabinet.
VPAA | Dean Vo-Tech Educ | Frank Thoendel | 12/31/2002

4.1.2.2 Provide hardware and software support.

4.1.2.2.1 Academic Computing Project Status Report to Cabinet.
VPAA | Dean Vo-Tech Educ | Frank Thoendel | 12/31/2002

4.1.2.3 Coordinate hardware and software utilization.

Strategic Aim	Goal	Objective	Strategy	Performance Measure	Administrative Assignment	Unit Assigned	Person Responsible	Anticipated Completion
				4.1.2.3.1 Project Status Report to Cabinet.	VPAA	Dean Vo-Tech Educ	Frank Thoendel	12/31/2002
			4.1.2.4	Upgrade computing facilities.				
				4.1.2.4.1 Project Status Report to Cabinet.	VPAA	Dean Vo-Tech Educ	Frank Thoendel	12/31/2000
			4.1.2.6	Provide opportunities for faculty/staff professional development.				
				4.1.2.6.1 Project Status Report to Cabinet.	VPAA	Dean Vo-Tech Educ	Frank Thoendel	12/31/2000
		4.1.3	Complete all activities outlined in the Office Management Project.					
			4.1.3.3	Upgrade and maintain administrative workstations.				
				4.1.3.3.1 Office Management Project Status Report to Cabinet on administrative workstation upgrades..	VPFA	Computer Services	Robert Athearn	06/30/1999
				4.1.3.3.2 Office Management Project Status Report to Cabinet on administrative workstation maintenance.	VPFA	Computer Services	Robert Athearn	12/31/2002
			4.1.3.4	Select, install, and maintain office management application software.				
				4.1.3.4.2 Office Management Project Status Report to Cabinet on application software maintenance.	VPFA	Computer Services	Robert Athearn	12/31/2002
			4.1.3.5	Provide user training and support for a decentralized model.				
				4.1.3.5.1 Office Management Project Status Report to Cabinet.	VPFA	Computer Services	Robert Athearn	12/31/2002
		4.1.4	Complete all activities outlined in the Library Automation Project.					
			4.1.4.2	Establish and maintain Internet connectivity.				
				4.1.4.2.1 Monitoring will be conducted by appropriate oversight committees and documented in their meeting minutes.	VPAA	Learning Resources	Linda Bigelow	12/31/2002

Strategic Aim	Goal	Objective	Strategy	Performance Measure	Administrative Assignment	Unit Assigned	Person Responsible	Anticipated Completion
			4.1.4.3	Upgrade and maintain the CD-ROM periodical and reference databases.				
				4.1.4.3.1 Review of progress will be provided by the Library Committee as reflected in the minutes of their meetings.	VPAA	Learning Resources	Linda Bigelow	12/30/2000
		4.2	Enhance student learning outcomes through expanded access to technology for increased skills and productivity and worldwide information resources.					
			4.2.1	Increase student exposure to computing technology to promote student computer literacy.				
			4.2.1.1	Student access to, and faculty support in, computer laboratories located in the Vocational-Technical building and Technology Center.				
				4.2.1.1.1 Usage reporting, student & faculty evaluation surveys.	VPAA	Dean Vo-Tech Educ	Frank Thoendel	12/31/2002
			4.2.1.2	Student access to, and faculty support in, math, writing and biology laboratories in the Arts and Sciences buildings.				
				4.2.1.2.1 Usage reporting, student & faculty evaluation surveys.	VPAA	Dean Vo-Tech Educ	Frank Thoendel	12/31/2002
			4.2.1.3	Student access to, and faculty support in, library computer laboratory.				
				4.2.1.3.1 Usage reporting, student & faculty evaluation surveys.	VPAA	Dean Vo-Tech Educ	Frank Thoendel	12/31/2002
			4.2.1.4	Student access to, and faculty support in, computer laboratories at Jefferson College Arnold.				
				4.2.1.4.1 Usage reporting, student & faculty evaluation surveys.	VPAA	Dean Vo-Tech Educ	Frank Thoendel	12/31/2002
			4.2.1.5	Implement and monitor of computer literacy requirements for all certificate and degree awards.				
				4.2.1.5.1 Usage reporting, student & faculty evaluation surveys.	VPAA	Dean Vo-Tech Educ	Frank Thoendel	12/31/2002
			4.2.2	Provide student access to electronic communications and the global information network.				
			4.2.2.1	Increase student access and support for Internet access in the library and business and industry laboratories.				

Strategic Aim	Goal	Objective	Strategy	Performance Measure	Administrative Assignment	Unit Assigned	Person Responsible	Anticipated Completion
				4.2.2.1.1 Usage reporting, student & faculty evaluation surveys.	VPAA	Dean Vo-Tech Educ	Frank Thoendel	12/31/2002
			4.2.2.2	Increase student access and support for computerized library information retrieval.				
				4.2.2.2.1 Usage reporting, student & faculty evaluation surveys.	VPAA	Learning Resources	Linda Bigelow	12/31/2002
	4.4	Improve telecommunications capability to Arnold facility.						
		4.4.1	Develop a plan for the acquisition, installation, and administration of a replacement telecommunications system to the Arnold facility.					
			4.4.1.4	Install and monitor new communications system.				
				4.4.1.4.2 Status report to VPFA on systems operations.	VPFA	Computer Services	Robert Athearn	12/31/2002
		4.4.2	Develop a plan for the acquisition, installation, and administration of a new telephone system.					
			4.4.2.4	Install and monitor new telephone system.				
				4.4.2.4.2 Status report to VPFA on systems operations.	VPFA	Computer Services	Robert Athearn	12/31/2002
	4.5	Maximize the positive effects of all technology initiatives for students, faculty, and staff.						
		4.5.1	Develop appropriate technology management plan that will best serve the needs of the institution.					
			4.5.1.1	Identify specific feedback and evaluation functions to be provided and maintained.				
				4.5.1.1.1 Completion of written plan.	PRES	VPSS	Larry Baker	12/31/2002
			4.5.1.2	Investigate appropriate technology management models.				
				4.5.1.2.1 Completion of written plan.	PRES	VPSS	Larry Baker	12/31/2002
			4.5.1.3	Select appropriate model(s), implement, monitor progress, and evaluate outcomes.				

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Strategic Aim	Goal	Objective	Strategy	Performance Measure		Administrative Assignment	Unit Assigned	Person Responsible	Anticipated Completion
				4.5.1.3.1	Status reports to VPFA.	PRES	VPSS	Larry Baker	12/31/2002
				4.5.1.3.2	Status report to VPFA.	VPFA	Computer Services	Robert Athearn	

Strategic Aim	Goal	Objective	Strategy	Performance Measure	Administrative Assignment	Unit Assigned	Person Responsible	Anticipated Completion
5.0 Provide educational facilities conducive to a positive teaching-learning environment.								
	5.4 Extend the functional usefulness of physical plant and equipment							
		5.4.1 Undertake maintenance activities to prevent plant and equipment problems.						
			5.4.1.1 Perform scheduled preventive mainenance projects.					
				5.4.1.1.1 List equipment covered in preventive maintenance program.	VPFA	Buildings & Grounds	Gerald Greenstreet	12/31/2002
			5.4.1.2 Perform cyclic maintenance projects.					
				5.4.1.2.1 List equipment covered in the cyclic maintenance program.	VPFA	Buildings & Grounds	Gerald Greenstreet	12/31/2002
	5.5 Maintain preparedness in the event of campus emergencies.							
		5.5.1 Implement an emergency procedres program.						
			5.5.1.1 Develop a written manual and mainten its currency.					
				5.5.1.1.1 Develop the emergency procedures manual and obtain institutional approvals.	VPFA	Buildings & Grounds	Gerald Greenstreet	12/31/2002
				5.5.1.1.2 Reconcile the manual content with external agency standards.	VPFA	Buildings & Grounds	Gerald Greenstreet	12/31/2002
				5.5.1.1.3 Periodically review the maual for appropriateness.	VPFA	Buildings & Grounds	Gerald Greenstreet	12/31/2002
	5.6 Enhance the campus facilities to promote a positive learning environment.							
		5.6.1 Implement viable projects identified in facilities plans.						
			5.6.1.1 Perform consustant Technical Assistant projects (minor) as possible based on institutionally available funds.					
				5.6.1.1.1 Record projects completed.	VPFA	Buildings & Grounds	Gerald Greenstreet	12/31/2002
			5.6.1.2 Perform Accessibility (ADA) projects (minor) as possible based on institutionally available funds.					

Strategic Aim	Goal	Objective	Strategy	Performance Measure	Administrative Assignment	Unit Assigned	Person Responsible	Anticipated Completion
				5.6.1.2.1 Recode projects completed.	VPFA	Buildings & Grounds	Gerald Greenstreet	12/31/2002
			5.6.1.3 Work closely with MoDOT and road construction companies on the Hwy 21 project to ensure that the aesthetics of the campus are maintained and accessibility to the College is maximized.					
				5.6.1.3.1 Provide routine status reports to the Administative Cabinet.	VPFA	Buildings & Grounds	Gerald Greenstreet	12/31/2004
	5.7 Maintain campus and facilities in good repair.							
		5.7.1 Provide timely maintenance services throughout the College campuses.						
			5.7.1.1 Develop a procedureand form for requesting maintenance services and a method of prioritizing.					
				5.7.1.1.1 Document the development of the procedre, form, and method.	VPFA	Buildings & Grounds	Gerald Greenstreet	12/31/1999
			5.7.1.2 Perform "Requests fo Maintenance Services" in a timely manner according to priority.					
				5.7.1.2.1 Perform "Requests for Maintenance Services" in a timely manner according to priority.	VPFA	Buildings & Grounds	Gerald Greenstreet	12/31/2002

Strategic Aim	Goal	Objective	Strategy	Performance Measure	Administrative Assignment	Unit Assigned	Person Responsible	Anticipated Completion
6.0 Maintain a qualified, thriving, and productive institutional workforce.								
	6.1 Provide orientation and programs to support employees' success.							
		6.1.1 Orient new employees to the characteristics of a learning-centered organization and culture and to the requisite faculty and staff performance expectations leading to positive student outcomes.						
			6.1.1.1 Assure the understanding and acceptance of the desired performance tenets in the hiring process of new employees.					
				6.1.1.1.1 Schedule all employees and document completion of training activities.	VPFA	Human Resources	Beth Ferguson	12/31/2002
		6.1.2 Promote staff development opportunities.						
			6.1.2.1 Encourage participation of all employees in workshops, conferences and related training activities.					
				6.1.2.1.1 Record employee participation and types of professional development experiences.	VPFA	Human Resources	Beth Ferguson	12/31/2002
			6.1.2.2 Encourage all employees to pursue appropriate educational\vocational degees and certifications.					
				6.1.2.2.1 Record faculty participation and types of degree programs.	VPFA	Human Resources	Beth Ferguson	12/31/2002
				6.1.2.2.2 Record staff participation and types of degree programs.	VPFA	Human Resources	Beth Ferguson	12/31/2002
			6.1.2.4 Encourage both professional networking and membership in professional, job-related organizations.					
				6.1.2.4.1 Record employee participation and types of professional organizations.	VPFA	Human Resources	Beth Ferguson	12/31/2002
			6.1.2.5 Provide in-service training opportunities as needed for existing employees to promote the understanding and acceptance of the renewed emphasis on the measurement of student learning as validation of instructional and support services outcomes.					
				6.1.2.5.1 Record employee participation and types of in-service activities.	VPFA	Human Resources	Beth Ferguson	12/31/2002
	6.2 Monitor and improve employee working conditions.							

Strategic Aim	Goal	Objective	Strategy	Performance Measure	Administrative Assignment	Unit Assigned	Person Responsible	Anticipated Completion
			6.2.1 Provide a competitive compensation plan for college employees.					
				6.2.1.2 Explore feasibility of Professional Development System for Certified and Classified Professional Staff.				
				6.2.1.2.1 Document results of activities in Administrative Cabinet minutes.	VPFA	Human Resources	Beth Ferguson	12/31/2000
			6.2.3 Continue and enhance communications between faculty, certified, and classified staff and the administration.					
				6.2.3.1 Utilize technological advances for improvement of communication (i.e., voice mail, e-mail, additional fax machines and computers, interactive teleconferencing between campuses, Internet).				
				6.2.3.1.3 Evaluate new technology for implementation.	VPFA	Computer Services	Robert Athearn	12/31/2002

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